



*The Defense
Prisoner of
War/
Missing
Personnel
Office (DPMPMO)*



**Strategic Plan
2005–2010**

Strategic Plan 2005-2010



January 2005

I am pleased to forward the Defense Prisoner of War/Missing Personnel Office (DPMO) Strategic Plan for 2005-2010 — our first Strategic Plan. It provides a critical foundation for our activities by building on the past accomplishments of the personnel accounting and personnel recovery communities, and establishes a clear focus for how we will continue to move forward.

This plan focuses on how we will accomplish our sacred mission and improve our internal processes. We have identified six principal goals that articulate how we will meet the demands of the evolving environment.

This plan is just one element of our comprehensive effort to improve activities within the Accounting and Personnel Recovery Communities. There is a direct relationship between the goals and objectives outlined in this document and our program and policy decisions. We will review our performance on a periodic basis to ensure we remain on track with the direction outlined in this plan. This is a living document and as such, it will be periodically updated to reflect changes in our environment or the focus of our efforts.



Jerry D. Jennings
Deputy Assistant Secretary of Defense
POW/Missing Personnel Affairs



INTRODUCTION:

The Government Performance and Results Act (GPRA) directs federal agencies to undertake strategic planning as an important part of fiscal responsibility. Deputy Assistant Secretary of Defense Jennings directed DPMO's Plans Directorate to develop and coordinate this Strategic Plan covering the 2005—2010 timeframe and to organize a conference of the key DPMO staff to complete and validate it. Key members of DPMO met for this conference in Williamsburg, Virginia, in October 2004.

Since its formation in July 1993, the Defense Prisoner of War/Missing Personnel Office (DPMO) has recognized the need to unify the national effort to account for and recover our missing soldiers, sailors, airmen, Marines and civilians lost serving our nation. This recognition, more than the need to comply with the GPRA, has driven DPMO efforts to employ strategic planning as a means to better organize and guide efforts to achieve our nation's goals.



Today's complex and uncertain international environment presents myriad challenges to the fulfillment of our mission. There are countries in the world such as North Korea, Burma, and Libya that strictly limit access and freedom of contact with the population, yet the humanitarian work of DPMO and the Joint POW/MIA Accounting Command (JPAC) continues. As we continue to expand operations to account for or recover our nation's missing, we must continually reevaluate our methodology and the overall alignment of resources dedicated to our mission. As a result, this Strategic Plan emphasizes the need to move the accounting and recovery communities in a direction that provides maximum flexibility in employing our nation's limited resources.

*"If you have always done it
that way it is probably
wrong."*

*Charles Kettering,
Inventor*

Planning for the future is the key to improving organizational focus. It identifies the means for measuring performance. This Strategic Plan encompasses a high-level analysis of the current environment and identifies opportunities for organizational change and improvement. This Strategic Plan is dynamic and will be modified, coordinated and updated as we collectively develop new approaches.





KEEPING THE PROMISE:

The DPMO motto "*Keeping the Promise*" goes to the heart of what we are working to achieve and is the distillation of our overall philosophy.

VISION: The *Promise kept* to those who serve in defense of this great nation to bring them home, honor their sacrifices and keep faith with their fellow warriors and families.

PHILOSOPHY: Our Core Values are:

Professionalism: working conscientiously in an environment that encourages individual learning and the development of expertise.

Respect: putting people first by showing compassion for the concerns of those we serve and supporting the worth and dignity of our fellow workers.

Openness: seeking open and honest communication with all.

Management: sharing responsibility for stewardship of our limited resources.

Integrity: to be honest in everything we do.

Service: to the nation, the American people and to those who serve in harms way.

Excellence: in all we do.

"The brave men and women who serve today – whether in Afghanistan – northern Iraq – or in other theaters of the war on terrorism – can do so with the full confidence that if they are captured, become missing or fall in battle, this nation will spare no effort to bring them home."

*The Hon Paul Wolfowitz,
Deputy Secretary of Defense*



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MISSION: Lead the National effort to account for personnel missing as the result of hostile action and establish the most favorable conditions to recover those who become isolated in harm's way.

To accomplish our sacred mission, we must take actions to shape our future. We must develop new processes, policies and procedures; incorporate current and emerging technologies; leverage other organizations' capabilities and resources; and invest in future capabilities. We must explore every option to ensure that we maintain our ability to return our isolated or missing personnel with honor, either safely to their loved ones and co-workers, or to their final resting place.

"To exist is to change, to change is to mature, to mature is to go on creating oneself endlessly."

*Henri Bergson,
French Philosopher*

CORE COMPETENCIES: We have identified nine core competencies within the organization:

- **Policy Control and Oversight**
- **Planning**
- **Negotiation**
- **Research**
- **Investigation**
- **Analysis**
- **Communications and Outreach**
- **Defining and Enumerating Unaccounted-for Personnel**
- **Freedom of Information Act (FOIA) Review**



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PRINCIPAL GOALS: To achieve our Mission and Vision, we have identified six principal goals. These goals will guide us over the coming years.

1. Expand and accelerate accounting efforts worldwide.
2. Achieve unity of U.S. Government accounting efforts.
3. Maintain personnel recovery capabilities that meet current and future joint, inter-agency, and coalition requirements.
4. Reinforce confidence in U.S. Government personnel accounting with our national constituency.
5. Develop and maintain a skilled, diverse workforce with the tools to succeed.
6. Leverage technology to enhance personnel accounting and recovery.



GOALS AND OBJECTIVES:

GOAL 1: EXPAND AND ACCELERATE ACCOUNTING EFFORTS WORLDWIDE.

There are currently over 88,000 missing Americans from World War II, the Korean War, the Vietnam War, the Cold War and the 1991 Gulf War. Progress in accounting for missing personnel has advanced at a steady pace, however, we can and must do more. The accounting effort continues to grow as technology and diplomacy make more regions of the world accessible. This expansion requires better coordination among agencies. DPMO will promote policies that increase the number of missing personnel accounted for and improve the integration of National capabilities into our operational activities.

OBJECTIVES:

1. Double annual rate of Americans accounted for.
2. Expand and prioritize World War II accounting efforts
3. Accelerate Korean War and Cold War accounting efforts
4. Accelerate Vietnam War accounting efforts
5. Reinvigorate the U.S.-Russia Joint Commission
6. Better integrate national intelligence capabilities with personnel accounting activities
7. Better integrate interagency communications with personnel accounting activities.



GOAL 2: ACHIEVE UNITY OF U.S. GOVERNMENT ACCOUNTING EFFORTS

The accounting community is a diverse group of organizations and units that focus on a single goal – the fullest possible accounting. With this in mind, we will promote policies that bring unity of effort and purpose in the accomplishment of our mission. We will strive to improve all of our processes to more effectively and efficiently accomplish our mission.

OBJECTIVES:

1. Determine the optimum organizational structure that unifies U.S. Government accounting efforts.
2. Obtain support for the organizational structure.
3. Implement the organizational structure determination.



GOAL 3: MAINTAIN RECOVERY CAPABILITIES THAT MEET CURRENT AND FUTURE JOINT, INTER-AGENCY, AND COALITION REQUIREMENTS

Recovering those who become isolated from U.S., allied, or coalition forces during conflicts is one of our highest priorities. We have an unwavering obligation to those isolated individuals to provide a dedicated effort to recover and account for them. We can ensure the optimum conditions for recovery through a mix of doctrine, technology, training and structure. We will promote actions and policies that ensure we are able to meet the requirements of recovering isolated personnel on the future battlefield, through prudent integration of joint, interagency and coalition requirements.



OBJECTIVES:

1. Apply the full resources of the U.S. Government to personnel recovery incidents.
2. Develop and support a national personnel recovery architecture.
3. Advocate the development and fielding of new personnel recovery technologies to support the future force.
4. Develop methodologies for transitioning from personnel recovery to personnel accounting.
5. Integration of joint interagency and coalition planning, preparation and re-integration efforts.
6. Transform personnel recovery to meet the conditions of the future battlespace.



GOAL 4: REINFORCE CONFIDENCE IN U.S. GOVERNMENT ACCOUNTING WITH OUR NATIONAL CONSTITUENCY

We are the face and voice of the U.S. Government when it comes to personnel accounting. The information we provide must be the best available. We have an additional responsibility of ensuring that the families of the missing have an advocate within the U.S. Government. We will promote policies to keep all of our constituencies (Congress, the families, veterans organizations, and the public) informed and aware of our efforts and ensure their voices are heard.

OBJECTIVES:

1. Satisfy Congressional interest by increasing awareness and knowledge.
2. Keep families, veterans and the public informed.
3. Advocate for family members' concerns.
4. Provide accurate, timely, dependable communications.





GOAL 5: DEVELOP AND MAINTAIN A SKILLED, DIVERSE WORKFORCE WITH THE TOOLS TO SUCCEED

People are our most valuable asset. To fulfill our sacred mission, we must have a dedicated and skilled workforce. They must have the right experience, training and tools to do their job. We must empower them to succeed by providing a well organized and managed workforce that values their input and offers the opportunity for growth and advancement. We will promote policies that ensure our workforce is prepared, motivated and able to accomplish our mission.

OBJECTIVES:

1. Create a positive work environment.
2. Build a workforce with the necessary foreign language skills.
3. Provide training opportunities that support mission and career goals.
4. Seek opportunities for greater diversification in the workforce.
5. Improve information services.
6. Ensure workforce matches mission requirements.
7. Advocate Joint credit for appropriate military billets.

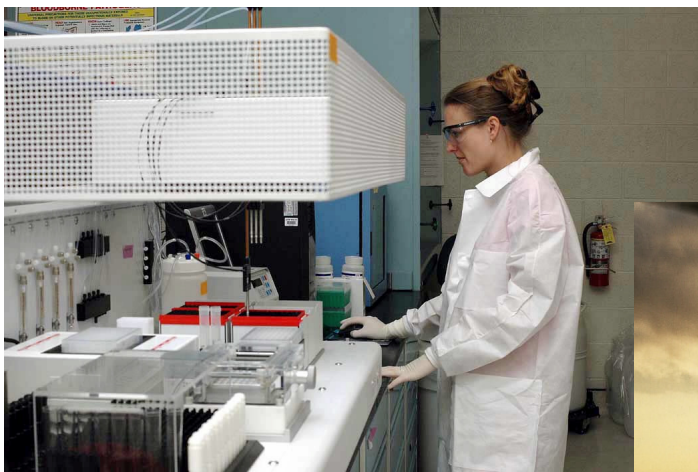


GOAL 6: LEVERAGE TECHNOLOGY TO ENHANCE PERSONNEL ACCOUNTING AND RECOVERY

Properly used, advances in technology can provide amazing opportunities to enhance the nation's ability to recover and account for missing personnel. We must ensure that we provide the best technology available to our workforce to support both the personnel recovery and accounting missions. We will strive to improve information technology in an effort to improve our overall mission accomplishment.

OBJECTIVES:

1. Unify and streamline community information support systems.
2. Improve database and systems applications.
3. Expand and integrate forensic resources.
4. Take advantage of cutting edge bio-technical capabilities.
5. Increase laboratory and analytic resources.
6. Seek improved technological tools by leveraging commercial off-the-shelf and government off-the-shelf capabilities.
7. Seek new Tagging, Tracking and Locating and survival technologies.
8. Speed information exchanges and transfer to meet critical information at both operational and tactical levels.



CONCLUSION:

This plan is just one element of our comprehensive effort to improve activities within the personnel accounting and personnel recovery communities. There is a direct relationship between the goals and objectives outlined in this document and our program and policy decisions. We will review our performance on a periodic basis to ensure we remain on track with the direction outlined in this plan. This is a living document and as such, it will be periodically updated to reflect changes in our environment or the focus of our efforts.



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The Proponent Office for the DPMO Strategic Plan is:

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